



GDOT TRAFFIC ZONE

FROM THE DIRECTOR

GDOT...A High Impact Organization!

I frequently read leadership and organizational development books and materials to get new ideas on ways to improve myself and GDOT. Recently I came across an article that referenced a well-known company as being a High Impact Organization. The deeper I got into the article, the more I began to question are we (GDOT) a High Impact Organization and more specifically, what role do each of us play in making GDOT a High Impact Organization?



Jim Westmoreland, Director

how we do it is extremely important. Your contribution includes performing an on-going assessment of the job you do for work efficiency and cost-effectiveness, developing new and innovative ideas and ways to enhance the job you do and the effectiveness of our department, and not being scared to "step outside the wheel" when you've done your homework and know the benefits of exploring a new idea outweigh the costs.

To answer the question, Yes, I do believe GDOT is a High Impact Organization. However, with the wealth of talent and resources we possess, and the contributions we all can make on an on-going basis to improve ourselves and GDOT, our pursuit for excellence should never end. Keep up the great work! I am extremely proud of the work we do for our community and consider myself fortunate to have the opportunity to serve in a High Impact Organization with each of you.

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Special points of interest:

- *High Impact Organization*
- *Transit Oriented Side-walk Construction*
- *Safety Train*
- *Buses to Books Takes Kids to the Library*
- *Public Transportation Division Manager Gives Back To Community*
- *Spring Golf Outing*
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While not defined in the article, I believe there are three key characteristics all High Impact Local Government Organizations possess: "Providing High Quality Services at a Reasonable Cost," "Developing a Competent / Professional Work Force," and "Being Change Agents" (i.e., they embrace change, innovation, and calculated risk taking).

Providing High Quality Services at a Reasonable Cost. We exist to serve our citizens and to meet the transportation needs of our community. Our continued focus on providing high quality transportation services at a reasonable cost is critical. Your contribution involves continuing to do your job completely and to the best of your ability; turning every job into a positive customer service experience for our citizens by being responsive, listening and educating them on what we do, and where possible, getting them involved in helping or solving the problem; and by always keeping your eye on our core value of stewardship.

Developing a Competent / Professional Work Force. We excel when we are amply prepared to do a task and feel our contributions make a difference. Our continued dedication in providing personal, professional and leadership development, and training opportunities to our employees is key to our success. Your contribution involves developing an attitude to be a life long learner, be an active participant in all experiences and training you participate in, and sharing your experiences and leadership skills with others (i.e., there's no knowledge like shared knowledge!).

Being Change Agents. We produce greater outcomes when we open our minds to new possibilities and take the initiative to take calculated risks to make things happen. Our focus on continuously looking for ways to improve what we do and



BUSINESS/PARKING

“We have a Budget!!!” On Tuesday June 18th City Council adopted a budget that is fiscally responsible and continues to meet the Transportation needs of the citizens. The top three priorities of the Business / Parking Division was adequately funded for fiscal year 2002-2003, and it cover the areas of Customer Service, Asset Management, and Program Enhancements.

“Customer Service is job one.” Although this expression has been overused, transportation continues to strive to improve our communications and contact with our customers. During the next fiscal year the Business / Parking Division will look at how we interact with the citizens of Greensboro and develop new ways to help meet their needs.

Along the same line as customer service, the division will explore the way we maintain our assets, such as, parking decks, computer technology, and equipment. We endeavor to improve scheduling and tracking routine maintenance so that we can more proactively maintain the appearance and functions of the division.

Lastly, we will continue to improve and enhance the downtown parking operations and the administration of the SafeLight Program to meet the needs and expectations of the citizens.

Although these are ambitious goals the Business / Parking Division is looking forward to working closely with our customers to make our working experience pleasant and productive.

Parking Operations

Are you at the beach? We wish! The Greene St. Deck is undergoing some sandblasting in order to remove the old markings that were painted many years ago. All parking spaces in the deck are being re-striped, which is long overdue. We hope you like the improvements.

We are still in the process of having the camera/security upgraded at each of the parking decks. Monitors, personal computers, and keyboards have been installed. Entrance and exit call boxes have also been installed. We are currently awaiting the delivery of call boxes with blue lights to be installed throughout the decks. This will assist staff and/or police to locate the customer that needs assistance. This project is anticipated to be complete in August.

MMOB Administration

Green Street Parking
Deck





PLANNING

The Planning Division is busy with a range of current and upcoming projects. Three key projects are profiled below for the edification of Traffic Zone readers.

Transit Oriented Sidewalk Connector Projects

Seven miles of sidewalk construction projects have been developed over recent months. These projects will improve access between transit and an array of high-need destinations such as commercial, employment and residential sites. It will also provide strategic extensions of the existing and planned City sidewalk network. Additionally, the McKnight Mill Road sidewalk will extend from Summit Avenue along McKnight Mill Road (a transit route) to connect with the US 29 Pedestrian Overpass (W-4401) currently under construction. The result will be to 1) improve the safety, convenience and competitiveness of the transit system; 2) improve transportation safety at locations with heavy pedestrian use, documented safety concerns and accident history; and 3) encourage the use of walking for short trips to reduce automobile trips and improve public fitness and recreation. Work is not complete on these projects; the next step is to contact affected property owners. This allows us to consider property owner comments and concerns prior to authorizing the project for design and construction. Another point of interest is that

GDOT has applied for a federal enhancement grant through NCDOT to contribute to construction costs. The goal is to leverage federal funds to better enhance our ability to address Greensboro's extensive sidewalk needs.

Battleground Rail Trail

The Battleground Rail Trail is envisioned as a high quality alternative transportation facility and community amenity. Trail users



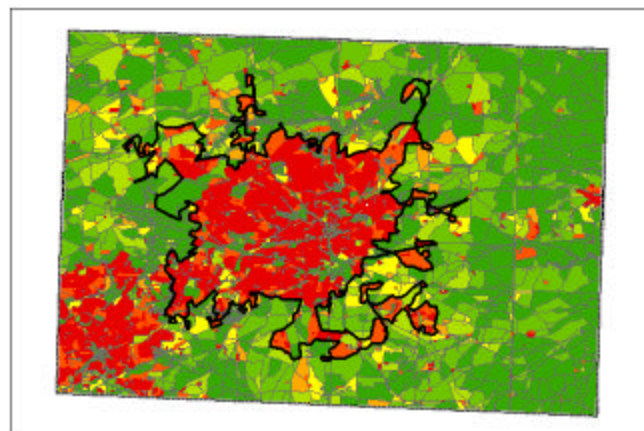
will be able to safely walk or bicycle to Jaycee Park and Lake Brandt. The rail trail will roughly follow the former location of the Norfolk Southern railroad tracks parallel to Battleground Avenue, beginning at Pisgah Church Road (where the Lake Brandt Greenway currently terminates) and

ending near the Lawndale Crossing Shopping Center at Markland Avenue. The trail will provide a safe and enjoyable option for bicyclists and pedestrians to access Greensboro businesses and amenities. The trail is a 1.1 mile piece of the Bicentennial Trail that will one day connect downtown Greensboro and High Point. This project will be funded by the North Carolina Department of Transportation and the City of Greensboro.

Meetings with affected property owners have been held as has a community-wide meeting. This project is being managed in an innovative partnership with Engineering & Inspections that employs the same consult through the planning, design, and construction phases. Surveying is expected to begin this summer, with design close afterwards.

Metropolitan Planning Organization

With the new census urbanized data, it is now official. The Metropolitan Planning Organization is a federally defined *Transportation Management Area*, which is a fancy way to identify "large" MPO's. With enhanced responsibilities, regulatory requirements, and increased flexibility in the resource base, this designation poses both challenges and opportunities. Key upcoming projects for the MPO include developing the 2004-2010 Metropolitan Transportation Improvement Program, updating the travel demand model, and updating the thoroughfare plan. The attached population density map shows Guilford County's urbanized area, with red being the dense areas and green being low density areas.





OPERATIONS

The Operations Division continues to make a positive impact on the city's street system. With the beginning of spring comes the true start of our maintenance routines on our "Top 10 list." Major thoroughfares have been the focus of our efforts and it shows! Wendover Avenue, Friendly Avenue, and Market Street are currently works in progress as part of the Back-to-Basics Coordinated Service Delivery program. July also brings a new work plan for GDOT, and the major goals in 2002-03 are as follows:

- Increased participation in proactive maintenance through participation in Back-to-Basics
- Increased employee development and training through the Operations Apprenticeship Program
- Increased awareness training of citywide diversity issues
- Continue to pursue the OSHA Star Certification by July 1, 2006 (Safety Program)
- Reduce disruptions to peak hour traffic flow on major thoroughfares

You all will be involved in several of these goals throughout the year!

The Salt Storage Facility has been completed and GDOT forces are currently working on the grading, stormwater, placing of stone, and asphalt work on the surrounding parking area. Plans also include enhanced landscaping when the weather permits. Among other things, the drought has also affected the ability to provide the landscaping and establish a permanent groundcover on the site.

Kudos to all of the folks involved in this project. It has been slow at times, but in the end, it will be something we can all be proud of! Will we be complete by August 1, 2002? Find out next time!



Safety

Safety Train "*People get ready there's a train a comin'; don't need no ticket, you just get on board.*" **Rod Stewart**
People Get Ready, 1993

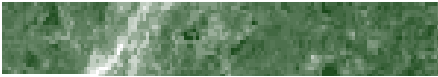


The goal as Safety Coordinator is that "no one gets hurt." To achieve this goal requires support of management in the form of leadership, review of accidents, rewards for good performance, and consistent efforts towards positive results. Safety is everyone's responsibility. Safety is a matter of habit at GDOT and is the first concern in all situations. Management will ensure that the workplace is safe for all employees by recognition, evaluation, and control of hazardous situations. Our safety policies and procedures are visible and distributed on a regular basis to all employees through formal classroom training, monthly safety meetings, and morning tailgate training sessions.

GDOT has an established goal of becoming Carolina Star certified by 2006. This goal will put the city's transportation department above all others in the nation. To meet the rigorous standards established by the Star requirements will involve all employees regardless of their work functions. The major criteria include having a complete and comprehensive written safety program, having a thoroughly knowledgeable workforce when it comes to safety issues, and having an accident rate which is at least 50% lower than the rates established for comparable industries and municipalities.

GDOT's employees are dedicated to safety as shown by our overall accident rates. In the year 2002 there have been only two lost work day accident cases filed, and we are saving thousands of dollars in lost work time and workman's compensation costs.





OPERATIONS



Signs and Markings

We have had the opportunity to serve a variety of customers this quarter: other departments, GDOT sections, and individual citizens. The “Back-to-Basics” focus on sight obstructions has created a challenge. Staff has worked diligently to accomplish their goals by enhancing current methods, implementing new ideas, and involving key stakeholders to facilitate vegetation removal. Kudos to staff on their efforts. Keep the calls coming!

If your travels take you out onto New Garden Road be sure to take notice of the new pavement markings and road signs, which were recently installed. We completed a long awaited roadway improvement project. Everything looks great!

Our sign shop staff continues to roll out the traffic signs while continuing to provide services to external customers. We have partnered with Downtown Greensboro Inc. to provide directional signage so that citizens on-foot will have an effective means of navigating in the downtown area. Look for these new signs in the near future.

Signing for special events and work zones continues to be a priority. Detours for railroad crossing repairs have been quite regular, as well as several coliseum and downtown events. We have also had the opportunity to provide assistance on several critical work zones to our sister sections within GDOT operations. What a heightened awareness observed across the entire Operations Division. You can really see a commitment to safety being practiced.

We are awaiting the coming months with much enthusiasm. The Fun Fourth celebration, completion of repainting the parking markings at the Greene Street Parking facility, enhancing pedestrian crossing locations, and implementing the Wayfinding Signage project represent our focus in the downtown area. Other notable projects include marking installation on Muirs Chapel Road, Spring Garden Street, and Church Street upon completion of resurfacing. Let's not forget our coordinated service delivery efforts on the top ten thoroughfare list.



Storm Water Maintenance

Our largest project has been working on the pipe yard grading and installing storm sewer systems for the new salt storage facility. This has been a unique project, which required a lot of man hours, and it has been both interesting and difficult. However, the end product will make GDOT and the City of Greensboro very proud. We also have been working on the culvert maintenance list. Culverts are inspected every two years by the Engineering and Inspections Department, whereas, they note structural problems and other maintenance concerns to be addressed. We also continue to working on projects for Storm Water Services.

Bridge maintenance projects are also inspected every two years and appropriate structural concerns and other maintenance needs are addressed. Some repairs are out of our scope of expertise, therefore we contract the work outside. We will continue to focus on coordinated service delivery on the top ten thoroughfares. Even though our section continues to work short staffed, we are looking forward to being able to fill the vacancies soon.





OPERATIONS

Traffic Signal

The Traffic Signal section is in the process of completing equipment upgrades in the downtown area. We are approximately 70% complete on replacing the pedestrian and vehicle signals, which are almost 30 years old. Look for the new dark green signal heads.



We are also working on several new signal installations that will be completed in the next couple of months. Look for new signals at Alamance Church and Rotherwood, Rehobeth Church and I-85 SB Ramp, Lee and Moody, Green Valley and Lendew, Carr and Tate, NC-68 and Hickory Ridge, and Elm-Eugene and JJ Drive.

Warehouse

GDOT Spring Golf Outing was held on June 28, 2002 at Holly Ridge Golf Course, HWY 311 in Archdale. Teams were Captain's Choice with a putting string. Congrats go out to the winning team: Jerry Gunter (Fleet Services), Ray Welch (retired Transportation), Dale Wyrick and Keith Guarino fired a 17 under par to capture the 1st place event trophies and cash prizes.

The annual warehouse audit was June 27th. Internal Audit was very impressed with the neatness, organization, and bar coding of our inventory. "Great Job" for our staff!!



Street Cleaning

The Street Sweepers completed three rounds of residential routes on June 7th and are currently working on the fourth round. We plan to have six rounds completed by Loose Leaf Season, which starts in October. The Maintenance Workers and Operators are working on a beautification project. We selected two locations that are noted illegal dumps. The crews were divided into two groups. They cleaned the areas by removing all debris. Shrubs and trees were planted to help prevent future illegal dumping. Concerned citizens will let us know if any problems occur. These locations are test sites and if it works as expected, we will select other illegal dump locations next year.



Arbor Street

We have started preparations for the 2002-2003 Loose Leaf Collection program. We are hoping to have an active web site to assist the citizens with service deliver times. We have been getting many calls regarding the new Adopt-A-Street Program. We have a new web page at www.ci.greensboro.nc.us/



Buff Street



OPERATIONS

Pavement Maintenance

Top Projects / Priorities (will be completed during the next quarter)

Updating The Pavement Condition Rating Of The City Street System.

This involves visually inspecting and grading each street segment based on the number and severity of defects found if any. A point system of 0 to 100 is used in grading the streets with a new or newly resurfaced street having the highest rating of a 100. The number of defects and their severity detract points from a perfect score of 100. The overall score is used to determine the type and urgency of repairs needed.

Identifying The Streets To Be Resurfacing In 2003.

The streets to be included in the 2003 resurfaced program are primarily derived from those streets that received the lowest numeric value in the evaluation process described above. The streets rated 79 and below are considered first even though all of those streets will not make the final resurfacing list. Naturally the worst streets are paved first. Maintenance repairs will be done on the streets that are held over to the following year's contract.

Street Maintenance

Over the last quarter we have initiated crack pouring, which will primarily concentrate on residential areas. We are doing extensive maintenance on all major thoroughfares consisting of skin patching, full depth patching, and topping.

Due to our Back-to-Basics program we are doing an extensive amount of repairs to city streets. These requests have been generated by citizens and our employees. This program is alive and well and continues to make an impact on the quality of our streets.

Overview of next quarter: We will continue to work on our major thoroughfares and perform crack sealing operations.

We have had several field trips to our service center.



Here are a few
pictures of our
“FUN DAY AT
GDOT.”



PUBLIC TRANSPORTATION



New shelters go up throughout the city

New shelters and benches will soon be installed at a number of GTA bus stops! These new shelters are equipped with a solar panel that will activate an interior light during the evening hours. The sides are meshed metal rather than Plexiglas, significantly reducing the potential for graffiti and vandalism.

The first shelter went up at Four Seasons Town Centre in mid-June. GTA staff is looking at a number of sites for the new shelters and benches, based on high boardings and/or on requests from riders.



Buses to Books takes kids to the library!

GTA is pleased to work with the Greensboro Public Library to help promote literacy this summer! Buses to Books, which runs from June 10 to August 18, will provide students with transportation to the library and other places of interest in Greensboro throughout the summer. Students, age 6-17, who show their library card at any branch library will be provided a free weekly Buses to Books transit pass! Participating students are encouraged to write a story about their trip on the bus to the library. GTA will award a \$25 bookstore gift certificate, provided by sponsor Keystone Media, to the winner in each of three age categories, for fic-

tion and non-fiction essays.

Buses to Books is in its second year and the program is definitely growing in its popularity and success.



SCAT service safest in the state

At the North Carolina Public Transportation Association's Annual Meeting in June, GTA's SCAT service was presented with the 2001 Safety Award for Urban Demand Response Systems. The award is "in recognition of outstanding performance in traffic and passenger safety among NC public transportation systems." Congratulations SCAT!

Public Transportation Division Manager Libby James gives back to community

Libby James gives of her time each month to serve on the Board of Directors of the Welfare Reform Liaison Project (WRLP), a non-profit organization in Greensboro. WRLP's mission is to "provide those services that will enable families to move towards economic self-sufficiency through collaboration with the faith community, corporations, and other agencies from both the public and private sectors."

WRLP recently received a community block grant and was asked, as a grant recipient, to ensure that a number of community services were represented on its Board. Libby had been appointed as a general member in 2001 and now represents transportation on a Board comprised of representatives from various services.

WRLP, using a faith-based approach, provides job training, educational opportunities, financial assistance, mentors, and job placement assistance to low-income individuals in Guilford County. The program's primary focus is to assist participants in the welfare-to-work program.

WRLP was established in 1998 and just two years ago was operating a distribution center out of a two-car garage. WRLP now provides job training at its 16,000 square foot distribution center on South Eugene and is looking for a larger facility. The distribution center provides goods to agencies and non-profits who serve individuals in need. Its clients include 160 churches (up from 40 two years ago), 100 non-profit agencies, DSS social workers, and foster families.

Transportation is one of the keys to the success of WRLP's training program. All of their work locations are located on GTA bus routes, as GTA provides the affordable, dependable transportation they need to get to their jobs and back home. As a representative of the city's transportation department, Libby will continue to work with the WRLP Board to assist in improving the quality of life of their clients.



Top- Libby James with Tina Hester and intern Hannah Wineburg at the WRLP distribution center.

Bottom- Libby with Marcia Pickett and Reagan Burcham, at the distribution with members of their church.



Peak Hour Traffic Team

The Engineering Division has headed up a team comprised of representatives from other city departments tasked at reducing peak hour traffic congestion. Our first major accomplishment was the signing of a Peak Hour Traffic Disruption Policy. The policy should ensure that planned traffic disruptions by city services are minimized during peak travel times to the extent possible. To see a copy of the policy, visit <http://citynet/transportation/>.

Roundabouts Approved by Council

At the May 28th briefing, we were asked to provide more detail concerning the proposed roundabout at the intersection of Lake Jeanette Rd and N. Elm St / Bass Chapel Rd. The concept was well received and Council approved plans to proceed with this design.



Corridor Improvement Program

Our focus for this program is to improve the mobility of these corridors while emphasizing safety and enhancing aesthetics. We have recently conducted a second public meeting for West Wendover Ave. We are currently proceeding with implementing our recommended improvements. Our next corridor is Lee Street between Willow Road and Chapman Street.



Signal System Feasibility Study

The Signal System Replacement Feasibility Study is complete and recommends a new, state of the art system that is based on a fiber optic communications network. The current system relies on copper cable for communications. The existing network is prone to intermittent failures due to lightning strikes, bad connections, and outdated equipment. The new fiber optic communication network will also allow the placement of traffic surveillance cameras at critical signalized intersections so that these intersections can be monitored during peak travel times.



A complete upgrade of field equipment as well as central equipment is recommended at an approximate cost of \$15.5 million. The estimated overall benefit of the system replacement is \$35.2 million. This figure was computed using an anticipated system life of 15 years and is a conservative estimate because it considers only benefits experienced during the AM and PM peak travel periods.

Downtown Late Flash

Ten intersections in the downtown area have been added to the late night flash program. These intersections operate in flash mode from 10:00 PM until 6:00 AM daily. This operation should reduce motorist delays during the lightly traveled late night/early morning hours. Locations for late flash operation are selected based on a very careful field investigation of each candidate intersection.



MLK Decorative Street Lighting

Decorative pedestrian lighting is an integral part of the streetscape project along Martin Luther King, Jr. Drive. Placement of 139 of these decorative fixtures was a tenuous exercise due to the many and varied physical constraints along the corridor. Though some minor issues linger, these lights are now in place. The patience and wherewithal of Michael Covington is to be commended. His coordination with Duke Power and various other entities is largely responsible for this difficult lighting project becoming a reality.

Multi-Way Stop Policy

The number one request the Engineering Division continues to hear from citizens is their concern with traffic volumes and speeds on residential streets. The multi-way stop policy has been recently revised to allow GDOT more flexibility in determining which locations may be appropriate. The revised policy may allow more potential locations to qualify for multi-way stops, and hopefully should provide for a more consistent use of this device throughout our community. Please remember to do your part by always traveling at or below the posted speed limit at all times.

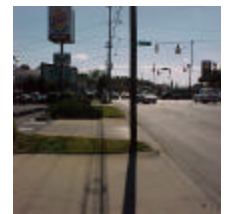


Traffic Safety Program

The 2002 Traffic Safety Program is in the final stages of completion. Recommendations for safety improvements at intersections recognized in this year's program and other locations are being compiled at this time. The final report will be available this month.

Driveway Manual Revision

The City of Greensboro Driveway manual is getting a revision. The Engineering Division is working with Kimley-Horn & Associates, Inc. to revise our manual to incorporate the latest principals in access management. This will be the fifth (and largest to date) revision for the manual, which was first developed in 1984. As part of this effort, we have reviewed existing requirements for seventeen agencies in five states to determine the best requirements for the City of Greensboro. The first draft is nearing completion, and we expect to have the manual available for comments in a couple of weeks. We hope to have the revised manual adopted by January 2003.





EMPLOYEE NEWS

Employee of the Month

Parking

Bill Ash–April

He thought that closing the parking decks an hour earlier would save more money and did the re-search to prove it. He took it upon himself to re-view all tickets for a month and verified that it would be more cost effective to close at 7PM.

Ric Swaim-April

He was assigned the task of placing the orange decals on all of the parking meters downtown to indicate free parking times. He took a monotonous job and did it extremely fast.

Planning

Brian Wert- April

He is an intern and has done amazing things in his short year here. He has managed a multitude of projects (too many to name here) and has proven his technical skills without doubt.

Street Maintenance

Tim Blakley-June

He is a heavy equipment operator for four crews and is always willing to get off the tractor and help shovel or sweep or help with traffic control. When feasible, he volunteers to ride ahead and check on other cuts. His team work attitude has truly had an impact on their efficiency.

Bobby Duncan-May

He is a heavy equipment operator. He has taken on many roles and led a good example while working with a short-handed staff. His Super-team Leader was absent quite a bit recovering from surgery during this time.

David Munoz -June

He has taken a normally back-logged work load and turned it into routine maintenance through his hard work and dedication to performance. Mr. Munoz and his men are assigned to shoulders and ditches, but often finish their work and jumped in to help the concrete crew with their back log.

Keith Thackerson-June

He was nominated for his hard work and willingness to do whatever it takes to get the job done. Although his position is an office position, he has often been seen out in the field pouring and finishing concrete, patching potholes, and water cuts. He has also taken the initiative to cross-train David Munoz on the duties of a coordinator.

in the event of his absence.

Team of the Month

Phil Wray, Louis Gaddy, Chad Land, Robert Davis, and Tom Brown

Stormwater. They were nominated for the month of April for helping out at the warehouse on very little notice on two different occasions. This shows a great deal of teamwork and effort for the good of the department.

Don Norman and Ric Swaim of **Parking** were nominated for the month of April for completing the task of installing meter decals on the parking meters throughout the downtown area in record time.

Steve King, Tony Mintz, Kevin Pulliam and Keith Lovings of **Signals** were nominated for the month of April for working long and hard on the downtown pole project. Many of these days included a lot of overtime and they never concerned themselves with what time they would be finishing for the day and they worked 13.5 hours on a Saturday to finish the project.

Donna Mitchell and Laura Shepard of **Work Management** were nominated for Team of the Month for the month of May. Their team leader was in the process of training them on the Back to Basics program when she had an emergency absence. Donna and Laura, not fully trained, did the research themselves, answered their own questions, and got the spreadsheets updated accurately and distributed on time.

Service Awards

Five Years - Tim Duncan, James Griffin, Faythe Johnson, and Tony Mintz

Ten Years - Luther Foushee, and Pop Stukes

Twenty Years - Vince Price – Signs & Markings

